Mission Statement:

To eliminate discriminatory practices that have an adverse affect on the health, welfare, economic well-being, peace and safety of the citizens of Minneapolis

Primary Businesses:

- 1. LEADERSHIP
- a. Leadership through Community Outreach, Education, and Advocacy
- b. Leadership through effective administration and support of the Commission on Civil Rights.
- 2. REGULATORY ENFORCEMENT
- a. Complaint Investigations
- b. Contract Compliance / Davis Bacon / Prevailing Wage
- c. Small and Underutilized Business Program [SUBP]
- d. Commission on Civil Rights
- e. Civilian Police Review Ombudsman

Key Trends and Challenges Impacting the Department:

Trends:

- 1. City Survey results and information regarding Civil Rights.
- 2. Doing more with less.

Challenges:

- 1. Impact of proposed Office of Community Planning and Economic Development [CPED] on Minneapolis Department of Civil Rights (MDCR), particularly in visibility and enforcement of (SUBP) and Contract Monitoring activities to meet City goals.
- 2. Effectively enforcing Civil Rights Ordinances in light of reduced resources.
- 3. To accomplish the mandate of the City's Civil Rights Ordinances MDCR must retain powers while providing leadership through community outreach, education, and advocacy. Core service of investigation and resolution of civil rights complaints should be retained as an integral and critical component of MDCR's leadership and advocacy for the historically under-served population protected by Minneapolis' Civil Rights Ordinances and the new arrivals also in similar need for civil rights protection.
- 4. The future redesigned Civilian Police Review Authority may be housed in MDCR, as it has been during the interim. Challenges related to CRA are:
- a. Timely and smooth transition from former CRA to the 'redesigned' CRA that includes inquiries, intakes, open cases, charges, hearings, etc.
- b. Build citizens' accessibility and trust in CRA through enhanced education and community relations.
- c. Assist police in effecting change in improper police conduct.
- d. Enhance police accountability by tracking complaints and follow-up through regular meeting with the Police Chief/liaison.
- e. Overcome legal hurdles to building a more effective CRA [subpoena power/data practices, etc.].
- f. Establish a graduated means of handling complaints.

- 5. If MDCR is to provide a critical leadership role in the City for diversifying the workforce [e.g. Police Department in collaboration with Human Resources], assisting new arrivals, community outreach, and advocacy, MDCR will need to have
- -governing ordinances modified,
- -sufficient authority for enforcement and internal oversight of other departments, and
- -access to sufficient resources to effect Mayoral and City Council goals

Key Enterprise Outcome Measures Influenced by the: Department of Civil Rights

- 1. Increase opportunities among citizens for dialogue about their expectations of Minneapolis City government.
- 2. Increase residents' knowledge of City services and City goals by involving other City Departments in disseminating information to the community,
- 3. Increase confidence in public safety through reporting outcomes of Civil Rights and CRA complaints and related trends.
- 4. Maximize employment opportunities for women and minorities on projects monitored by our Department through community outreach initiatives.
- 5. Increase attendance at local celebrations and City-wide community events.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Reduce % citizens who reported experiencing discrimination in the past year		16%			
# of public forums and seminars offered	NA	NA	8	10	10
# of community events attended with other City Departments	2	1	6	8	8
# of reports to community regarding police / community relations, etc.	NA	NA	4	4	4
# of citizens contacting MDCr booth at local celebrations and City-wide	NA	NA	NA	1200	1200
% of city contracts awarded to small and underutilized businesses					

Explanation of Performance Data for Key Enterprise Outcome Measures:

<u>Primary Business: Leadership through Community Outreach, Education, and Advocacy.</u>

(Service activities and performance measures sorted by business)

<u>Service Activity:</u> Community outreach activities, through education and advocacy, targets at Protected Classes [includes New Arrivals]. Note: Each units outreach activities are included in the Enforcement Data.

Description: Community Outreach targeted at Protected Classes, which includes New Arrivals.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Community Forums on specific enforcement-related topics.*	NA	NA	6	4	4
#of community outreach activities that provide information about our services and resources, e.g. community cultural events, forums, etc.**	10	6	5	8	8
# of contacts with community organizations.	10	6	5	8	8
# of publications in other languages.	10	0	2	2	2
# of community intake sites for complaint handling.	0	2	3		
# of media advertising opportunities e.g. radio, newspaper, etc.	3	15	26+	26+	26+
# of departments that partner with MDCR on community initiatives.	2	0	4	5	5
Activate Website and report # of hits to website.	NA	NA	1	1	1
# of events co-sponsored by MDCR and MCCR.	1	1	1	3	3
# of community recommendations to elected officials.					
# of recommendations accepted by elected officials result in change.	1	1	1	3	3

Explanation of Key Performance Measures:

<u>Primary Business: Leadership through effective Administration and Support to the Commission on Civil Rights.</u>

(Service activities and performance measures sorted by business)

<u>Service Activity:</u> Effective Administration and Support to the Commission on Civil Rights. Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of employee training courses completed.					
Number of Performance Appraisals completed/number of employees in department.	0	0	100%	100%	100%
Percentage of Diversity in the department.					
Operate within budget. Percentage of budget spent.	Over	Under	Under		
Provide a quarterly report to elected officials, department heads, MCCR, and key stakeholders.			Annual Quarterly Community	Annual Quarterly Community	Annual Quarterly Community
# of Commissioners serving on MCCR Board.	21	19	9*	21	21

Explanation of Key Performance Measures:

^{*}This includes forums on KMOJ and Lucille's Kitchen

^{**}We attended job fairs

^{***} Includes new arrivals, can track separately if comes into department

^{*}Delay in appointment process and resignations account for this very low number

Primary Business: 2. Regulatory Enforcement.

(Service activities and performance measures sorted by business)

<u>Service Activity:</u> Reduce discriminatory practices in Minneapolis, [e.g. employment, housing, racial profiling] through enforcement, mediation, and conciliation.

Description: Complaint Handling

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of intake inquiries.*	523	444	400	425	425
# of complaints filed with the department.**	274	201	300	325	325
Case Closures per year.***	158	244	250	275	275
% of cases resolved through mediation or conciliation.****	6%	5%	7%	8%	8%
# of : Community Outreach Activities. Community Intake Sessions.****		80	100	120	120

Explanation of Key Performance Measures:

****Outreach activities include community intake that MDCR has done twice monthly at Oak Park Neighborhood Center, Pillsbury House, and the Brian Coyle Center. Presentation made to community groups, employers, and other (20 per year). Community events distribution of MDCR materials are MLK Celebration event, Cinco de Mayo, Juneteenth, GLBT Pride, and similar festivals and events (6-8 per year). Unlike investigators at other civil rights agencies, one of the core functions of the Complaint Investigators unit for MDCR is an outreach and community education function. Investigators are currently performing on-site intakes to take charges of discrimination at sites in both north and south Minneapolis. The outreach activities of the investigators are an integral function of the MDCR outreach mission. Investigators have been active in providing educational sessions at the American Indian OIC, the Summit Academy OIC, in the Somali and Latino communities, the taxicab industry, the Disability Advisory Committee, and are available at many of the community events. Investigators spend time in the community explaining potential complainant's rights under the Ordinance as well taking complaints of discrimination.

<u>Service Activity:</u> 2B. Establish and monitor hiring and participation goals for City-sponsored projects/contracts to ensure that protected classes have an equal opportunity to benefit through employment and business activities

Description: Contract Compliance/ Davis Bacon/ Prevailing Wage

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^{*}Estimating a lower number of intake inquiries due to potential complainants being more prepared and are ready to file a claim upon their first visit vs. making two visits. MDCR feels that this is attributable to the amount of community outreach and education achieved in 2002

^{**}MDCR projects a 50% increase in complaints in 2002 based on June YTD number of 159

^{***} If MDCR had a full complement of staff, its projections would be higher. However case closures correlate to the number of investigators MDCR has on staff and their level of experience. Currently, MDCR is down by one investigator and MDCR's newer investigator recently moved past the training period. EEOC cases are included.¹

¹ The MDCR has a contract and work-share agreement with the EEOC that permits the investigation of cases for which it has concurrent jurisdiction (i.e., cases that could be investigated by the EEOC). At present, the MDCR receives \$500 per case from the EEOC for those cases that are concurrent with that agency. The EEOC however, has considerably less jurisdiction than that of the MDCR as they only investigate cases brought under Title VII, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA). The MDCR Ordinance in contrast, is much more expansive and covers discrimination in other areas, including the areas of public services, public accommodations, lending, real estate, housing, and educational institutions. For the year 2001, the EEOC handled only 77 cases that had concurrent jurisdiction with the MDCR. The EEOC has 11 investigators who handled a total of 369 cases, for an average of 35 cases per investigator.

City of Minneapolis – Civil Rights

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Construction and Development Projects.*	Active- 36 Closed- 70 Pending- 45 Total-151	Active- 40 Closed- 73 Pending- 38 Total-152	Active- 60 Closed- 35 Pending-65 Total-170	Active- 60 Closed- 35 Pending-65 Total-170	Active- 60 Closed- 35 Pending-65 Total-170
Total \$ Value of all projects	\$496,832,310	\$1,082,509,361	\$1,174,637,496	\$1,200,000,000	\$1,200,000,000
# of Conciliation meetings with contractors not meeting goals.	22	22	24	26	26
# Affirmative Action plans reviewed and approved of partnerships with community organizations	866	680	750	750	750
Davis Bacon and prevailing wage.***	Total # of Projects-37 Value of Projects- \$38,100,000 #receiving restitution-5 \$amount of restitution-\$4,110	Total # of Projects-15 Value of Projects- 52,048,000 #receiving restitution-32 \$amount of restitution-\$25,128	Total #of Projects- 20 Value of Projects- \$791,346,000 #receiving restitution-10 \$amount of restitution-\$12,000	Total # of Projects-20 Value of Projects- \$792,000,000 #receiving restitution-10 \$amount of restitution-\$12,000	Total # of Projects-20 Value of Projects- \$792,000,000 #receiving restitution-10 \$amount of restitution- \$12,000
	162011011011-\$4,110	1esiilulioi1-\$25,126	16200001-\$12,000	16200001-\$12,000	

Explanation of Key Performance Measures: *Quarterly reports submitted by department specify results. Overall, contractor affirmative action goals met for 2000, 2001, and 2002. Major projects are tracked separately and require on-site compliance monitoring by a dedicated Compliance Officer. Factors that determine if a dedicated compliance officer is assigned: #of contractors and sub-contractors, complexity of the project, community issues surrounding the project, political issues surrounding the project, and communication strategies required for the project and ability of project to fund the monitoring activities. Examples of major projects are: Convention Center, Heritage Park, and the New Central Library.

Service Activity: 2C. Small and Underutilized Business Program.

Description: Small and Underutilized Business Program (SUBP).

Key Performance Measures:

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	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
\$ of city contracts awarded to small and underutilized businesses.*	\$16,839,893.	\$355,089,141	\$500,000	\$1,000,000	\$1,000,000
Number/percentage of City- sponsored projects meeting SUBP participation goals.**	no data available.	41			
# of certified businesses enrolled in the SUBP program.***	796	403	455	425	425
Number of Procurement Fairs, pre-bid meetings, and other related activities the city's goals for SUBP.****	approx. 28-six month	30	30	30	30
% of City department's assigning liaison to SUBP	N/A	NA	100%	100%	100%
# educational seminars for certified businesses.*****	0	0	7	4	4

^{**}Conciliation is held when a project does not meet goals. An agreement is usually reached when the contractor agrees to link up with a community-based job developer (Urban League, Summit Academy OIC, etc) to hire qualified candidates for future job openings.

^{***}Davis-Bacon Act only applies to projects receiving federal funds. Prevailing wages cover most other projects but are investigated only upon receipt of a complaint.

Explanation of Key Performance Measures: *Work to develop SUBP infrastructure did not begin until December 2001. Since that time, the infrastructure has been a work in progress. The SUBP monitoring database was designed and on-line in June 2001. Until 2002, SUBP goals were not placed on professional service contracts. SUBP language to include in Request for Proposal packages was approved by the Permanent Review Committee on June 6, 2002. The SUBP RFP template will be included on the City's website in June 2002. SUBP language for bid packages is in use as of second quarter of 2002. Minneapolis Community Development Agency has agreed to incorporate approved SUBP language in their purchasing/construction/development processes. As a result, the value of contracts awarded to small and underutilized businesses should greatly increase.

** Of the 46 projects monitored in 2001, only 5 did not meet the project goals.

The SUBP unit's current monitoring database urgently needs to be upgraded. If approved, the addition BizTrak, a sophisticated project monitoring/data tracking system, will greatly enhance the SUBP unit's ability to collect, track, and report relevant program data.

***Decrease in numbers attributed to vendors not going through the recertification process. The Central Certification Executive Committee streamlined the recertification process in 2002. Making it easier for a vendor to become certified.

****Includes pre-bid meetings, Construction Partnering Program, the Central Certification (CERT) Program Executive Committee, community organizations, trades and other association (e.g. Metropolitan Economic Development Association, Minnesota Minority Supplier Development Council, Small and Disadvantaged Business Opportunity Council, Hispanic Chamber of Commerce, Minnesota American Indian Chamber of Commerce) and the Permanent Review committee bi-monthly meetings.

******SUBP also participates in meetings relating to Heritage Park and the New Central Library. SUBP partners with U.S. Bancorp Piper Jaffray to hold small business seminars during 2002. The first seminar was held in March 2002. The second will be held in September 2002, with a possible third one in the fall of 2002. SUBP partnered with the Minnesota Surety Association and held a surety bonding seminar in May 2002. SUBP agreed to partner with the City's Children Environment Health Program on the proposed EACH project, a Health Homes Demonstration Program Grant. SUPB is serving on the AD Hoc Committee on the African American Men's Project. SUBP will hold citywide program training sessions for project managers, coordinators, liaisons, engineers, managers, and other interested City personnel, in June 2002.

Service Activity: Maintain an active involved Commission on Civil Rights.

Description: Commission on Civil Rights

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Cases referred to MCCR by MDCR.	40	53	60	65	65
# of Cases closed by MCCR.	27	51	55	60	60
# Days on Docket from referral to closure PC/NPC.*	302.50/188.58	509.23/184.84	389/124.05	365/90	365/90
# of Community outreach activities that Commissioners were involved in.	no data available	4	5	5	5

Explanation of Key Performance Measures: *# Days on Docket from referral to closure is affected by:

- -Number of Commissioners to handle cases, which was severely reduced in 2002.
- -Mediation. Commission is unable to proceed until parties reach an agreement or request that Commission take action.
- -When a PC case is referred to Commission for Public Hearing, there are a number of steps involved including scheduling and holding pre-hearing conferences, preparing Scheduling Orders, how many motions are filed by each side, how involved the case is, how long parties need for discovery, depositions, if mediation is attempted/requested or how many times a complaint or respondent changes attorneys, if they are even requested.
- -Increase in the number of cases referred to the Commission.

Financial Analysis:

For the 2003 General Fund budget, the Department of Civil Rights has proposed, the Mayor recommended, and Council has adopted target strategy reductions of \$100,000. These savings will be achieved by reducing a vacant Contract compliance position (including related expenses) from full-time to half-time for \$50,000, and by maximizing in-house publication resources for \$50,000 savings.

For 2003, the Department estimates that it will contribute revenue of \$253,200 to the General Fund from contract compliance work for Independent Boards, and revenue of \$62,000 from Federal Equal Employment Opportunity Contracts (EEOC). Contract revenue estimates have been increased 18.9% over 2002 to reflect actual income activity.

On the expense side, the Department's \$2.3 million budget is funded 85% from the General Fund and 15% from the Community Development Block Grant (CDBG). The 2003 total expense budget increased 16.2% from last year; contributing to this are salary and benefit increases, personnel position vacancies filled by transfers-in at higher step levels, plus, for 2003, the Mayor recommended and the Council adopted that \$325,000 be added to the General Fund for 2003, to move CRA (Civilian Review Authority) to the Department of Civil Rights, to enhance CRA investigation capacity by adding a Managing Attorney, two investigators, and a program assistant for a total of 4.0 FTEs.

The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation, which is recognized as revenue at the City level.

The 2002 budget included targeted savings in non-personnel expense of \$80,000, and a revenue budget increase of \$80,000 for service fees generated from outside agencies. Additionally, as part of the City's \$5.2 million 2002 budget reduction, the Department proposed, and the Mayor and Council approved, a \$39,000 reduction to non-personnel expense items.

Summary of Target Strategies:

Title: Reduce Contract Compliance Position to half-time

Fund # 0100 Agency # 300 Organization # 3030; 3010

<u>Fund</u>	Cost	Revenues	FTE's	Job Titles/Other related costs
0100	(\$50,000)	\$0.00	0.50	Contract Compliance Officer
0100	(\$50,000)	\$0.00	0.00	5010-15,000, 5070-15,000, 5130-10,000,
				8040-10,000

Mayor's Recommendation:

The Mayor recommends this proposal

Council Adopted:

The Council concurs with this recommendation

Expense: (\$100,000) **Revenue:**

City of Minneapolis - Civil Rights

Proposal Description: MDCR will reduce Contract Compliance unit by a .50FTE. MDCR will use the remaining .50 FTE to hire a contract position (without benefits) . The contract position will provide the department with more flexibility in balancing its compliance workload and projects.

A review of the Department's line items coupled with what the new equipment can do, should allow for more in-house printing of brochures, newsletters, and other publications. The department has formed effective partnerships with local media representatives and the 2002 Community Summits will be important venues to support marketing/advertising strategies. MDCR will continue to maximize its efficiencies in view of this proposed cut of expenses by \$50,000.

Describe how the proposal impacts your service activities and performance measures: If city construction projects take an upward trend in 2003, MDCR's compliance workload will increase accordingly. (Contract Compliance and Small and Underutilized Business Program). This could impact MDCR's ability to respond quickly to City contracts requiring acceleration of our analysis.

MDCR had a very aggressive image-building strategy in 2001 which has resulted in an increase in complaints of discrimination. In 2002, MDCR planned many community outreach and education activities. MDCR is providing leadership for four Community Summits held in various cultural communities. These efforts need to be supported by an adequate department infrastructure. When expenses are cut, it jeopardizes the Department's ability to respond.

CIVIL RIGHTS Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	0	0	10,000	200	-98.0%	-9,800
Contractual Services	255,166	316,362	240,818	400,034	66.1%	159,216
Equipment	5,790	45,712	27,000	27,540	2.0%	540
Fringe Benefits	224,254	233,943	273,339	294,429	7.7%	21,090
Operating Costs	124,382	69,663	107,780	105,411	-2.2%	-2,369
Salaries and Wages	1,070,463	1,033,509	1,019,188	1,156,692	13.5%	137,504
Total for General Fund - City	1,680,055	1,699,189	1,678,125	1,984,306	18.2%	306,181
Special Revenue Funds						
Capital Outlay	0	0	1,923	1,961	2.0%	38
Contractual Services	23,542	12,412	23,586	24,058	2.0%	472
Equipment	0	421	3,990	4,070	2.0%	80
Fringe Benefits	40,922	26,829	50,352	53,713	6.7%	3,361
Operating Costs	22,350	15,269	14,860	15,157	2.0%	297
Salaries and Wages	216,761	160,959	235,289	250,543	6.5%	15,254
Total for Special Revenue Funds	303,575	215,891	330,000	349,502	5.9%	19,502
Total for CIVIL RIGHTS	1,983,630	1,915,080	2,008,125	2,333,808	16.2%	325,683

CIVIL RIGHTS Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Service	445	0	215,500	253,200	17.5%	37,700
Other Misc Revenues	72,865	939	3,000	0	-100.0%	-3,000
Total for General Fund - City	73,310	939	218,500	253,200	15.9%	34,700
Special Revenue Funds						
Federal Government	0	55,000	46,500	62,000	33.3%	15,500
Total for Special Revenue Funds	0	55,000	46,500	62,000	33.3%	15,500
Total for CIVIL RIGHTS	73,310	55,939	265,000	315,200	18.9%	50,200

CIVIL RIGHTS Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
General Fund - City						
Capital Outlay	0	0	10,000	200	-98.0%	-9,800
Contractual Services	255,166	316,362	240,818	400,034	66.1%	159,216
Equipment	5,790	45,712	27,000	27,540	2.0%	540
Fringe Benefits	139,488	138,567	98,853	118,873	20.3%	20,020
Operating Costs	124,382	69,663	107,780	105,411	-2.2%	-2,369
Salaries and Wages	631,368	560,560	343,668	501,932	46.1%	158,264
Total for General Fund - City	1,156,193	1,130,864	828,119	1,153,990	39.4%	325,871
Special Revenue Funds						
Capital Outlay	0	0	1,923	1,961	2.0%	38
Contractual Services	23,542	12,412	23,586	24,058	2.0%	472
Equipment	0	421	3,990	4,070	2.0%	80
Fringe Benefits	13,602	5,846	9,080	9,848	8.5%	768
Operating Costs	22,350	15,269	14,860	15,157	2.0%	297
Salaries and Wages	78,686	45,446	41,121	42,706	3.9%	1,585
Total for Special Revenue Funds	138,180	79,394	94,560	97,800	3.4%	3,240
Total for ADMINISTRATION	1,294,374	1,210,258	922,679	1,251,790	35.7%	329,111
COMPLAINT INVESTIGATION General Fund - City						
Fringe Benefits	39,318	34,410	72,741	74,579	2.5%	1,838
Salaries and Wages	194,187	180,529	263,425	302,906	15.0%	39,481
Total for General Fund - City	233,505	214,939	336,166	377,485	12.3%	41,319
Special Revenue Funds						
Fringe Benefits	10,822	10,810	22,985	24,330	5.9%	1,345
Salaries and Wages	55,937	61,411	100,720	112,182	11.4%	11,462
Total for Special Revenue Funds	66,759	72,221	123,705	136,512	10.4%	12,807
Total for COMPLAINT INVESTIGATION	300,264	287,160	459,871	513,997	11.8%	54,126
CONTRACT COMPLIANCE						
General Fund - City Fringe Benefits	45,448	60,966	101,745	100,977	-0.8%	-768
Salaries and Wages	244,909	292,420	412,095	351,854		-60,241
Total for General Fund - City	290,357	353,386	513,840	452,831	-11.9%	-61,009
Special Revenue Funds						
Fringe Benefits	16,498	10,174	18,287	19,535	6.8%	1,248
Salaries and Wages	82,138	54,102	93,448	95,655	2.4%	2,207
Total for Special Revenue Funds	98,636	64,276	111,735	115,190	3.1%	3,455
Total for CONTRACT COMPLIANCE	388,993	417,661	625,575	568,021	-9.2%	-57,554
Total for CIVIL RIGHTS	1,983,630	1,915,080	2,008,125	2,333,808	16.2%	325,683

City of Minneapolis 2003 Adopted Budget

CIVIL RIGHTS Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Civil Rights Admin	9.00	7.00	7.00	11.00	57.14%	4.00
Complaint Investigation	8.00	8.00	8.00	8.00	0.00%	-
Civil Rights Contracts	8.00	9.00	9.00	8.50	-5.56%	(0.50)
Total FTE's	25.00	24.00	24.00	27.50	14.58%	3.50

City of Minneapolis 2003 Adopted Budget